A. Lyzunova, O. Lyzunova

THE IMPACT OF LABOUR MIGRATION ON SOCIETY

ВПЛИВ ТРУДОВОЇ МІГРАЦІЇ НА СУСПІЛЬСТВО

ВЛИЯНИЕ ТРУДОВОЙ МИГРАЦИИ НА ОБЩЕСТВО

Annotation. Migration processes have a great impact on the socio-economic development of the country, on the level and quality of life of the population, territorial integrity and national security. The problem of labor migration is relevant for Ukraine.

Many specialists have paid attention to the identification of the causes and consequences of labour migration. However, there is no unambiguous opinion on the problem of migration processes at this time. Purpose of work: study of the causes and consequences of external labour migration from Ukraine

The article is devoted to international labor migration and its impact on the country's economy. The experience of regulating external migration flows in foreign countries is summarized. The content of the main mechanisms of regulation of external labor flows is analyzed. The analysis of the dynamics and current state of labor migration processes is presented. On the basis of the presented analysis the directions of improvement of system of regulation of external labor migration, and also the measures promoting use of the international labor migration as the most important element of economic development are offered. The article considers the causes of labor migration, its positive and negative consequences. The analysis of migration processes in Ukraine is carried out. Opinions of experts on this problem are investigated. The world experience of regulation of this phenomenon is considered. The article contains forecasts of migration trends.

Recognition and prestige of Ukraine in the world depend on clarity and reasonableness of migration policy, on further development and efficiency of migration processes.

Keywords: labour migration, foreign workers, labour imports, labour exporters, foreign workers, discrimination.

Анотація. Міграційні процеси мають великий вплив на соціально-економічний розвиток держави, на рівень та якість життя населення, територіальну цілісність і національну безпеку. Проблема міграції трудових ресурсів є актуальною для України.

Багато фахівців приділили увагу виявленню причин і наслідків трудової міграції. Однак однозначної думки з проблеми міграційних процесів в даний час немає. Мета наукового дослідження є виявлення причин та наслідків зовнішньої трудової міграції з України

Стаття присвячена міжнародній трудовій міграції та її впливу на економіку країни. Узагальнено досвід регулювання зовнішніх міграційних потоків у зарубіжних країнах. Проаналізовано зміст основних механізмів регулювання зовнішніх трудових потоків. Представлений аналіз динаміки і сучасного стану процесів трудової міграції. На основі представленого запропоновано напрями вдосконалення аналізу системи регулювання зовнішньої трудової міграції, а заходи, що сприяють використанню міжнародної трудової міграції як найважливішого елемента економічного розвитку. В статті розглянуті причини трудової міграції, її позитивні і негативні наслідки. Проведено аналіз міграційних процесів в Україні. Досліджено думки фахівців з цієї проблеми. Розглянуто світовий досвід регулювання даного явища. Стаття містить прогнози тенденцій міграційних процесів.

Визнання та престиж Україні у віті залежать від чіткості та обгрунтованості міграційної політики, від подальшого розвитку і ефективності міграційних процесів.

Ключові слова: трудова міграція, іноземні робітники, імпорт робочої сили, експортери робочої сили, трудящі-іноземці, дискримінація.

Аннотация. Миграционные процессы оказывают большое влияние на социально-экономическое развитие страны, на уровень и качество жизни населения, территориальную целостность и национальную безопасность. Проблема миграции трудовых ресурсов актуальна для Украины.

Многие специалисты уделили внимание выявлению причин и последствий трудовой миграции. Однако однозначного мнения по проблеме миграционных процессов в настоящее время нет. Целью научного исследования является выявление причин и последствий внешней трудовой миграции с Украины

Статья посвящена международной трудовой миграции и ее воздействию на экономику страны. Обобщен опыт регулирования внешних миграционных потоков в зарубежных странах. Проанализировано содержание основных механизмов регулирования внешних трудовых потоков. Представлен анализ динамики и современного состояния процессов трудовой миграции. На основе представленного предлагаются анализа направления совершенствования системы регулирования внешней трудовой миграиии, а также меры, способствующие использованию международной трудовой миграиии в качестве важнейшего элемента экономического развития. В статье рассматриваются причины трудовой миграции, ee положительные отрицательные последствия. Проведен миграционных процессов в Украине. Исследуются специалистов no данной проблеме. Рассмотрен мировой опыт регулирования этого явления. Статья содержит прогнозы миграционных тендениий.

Признание и престиж Украины в мире зависят от ясности и обоснованности миграционной политики, от дальнейшего развития и эффективности миграционных процессов.

Ключевые слова: трудовая миграция, иностранные работники, импорт рабочей силы, экспортеры рабочей силы, трудящиеся-иностранцы, дискриминация.

Entry The scale of migration in the modern world is global and poses challenges, the successful solution of which largely depends on the socio-economic development of States, the level and quality of life of the population, territorial integrity and national security. Therefore, the study of the impact of labour migration on society in recent years is very relevant. [1]

Analysis of recent research and publications. Many specialists have paid attention to the identification of the causes and consequences of labour migration. Their research covers a wide range of issues, including historical, socio-demographic, legal aspects of migration, the problems related to the situation of migrants in the labour market, adaptation and integration of migrants abroad.

Thus, the study by S. S. Biryukova gives an idea of the contribution of international migrants to the labour force of different regions of Europe. According to the results of the work by M. B. Denisenko and O. S. Chudinovskikh, the tendencies of migration of workers engaged in physical labour and prospects for its further development are revealed. Their research provides an overview of the experience of foreign countries in which migrants make up a significant proportion of those employed in construction and hotel business.

The article by S. V. Iontseva examines the history of migration reforms and the key directions of the new migration reform in the United States, the basis of which should be a Bill regulating border security, the procedure for granting immigration visas, internal control, non-immigrant visa programs, a number of aspects of providing work to young people. The prospects and potential of the proposed reforms in terms of modernization of the U.S. migration system are analysed.

importance of migration for The development and the need to regulate it has long been recognized by experts, the public and governments around the world. In 2006, these issues were strongly stimulated by the highlevel Dialogue on international migration and development. 132 UN member States that took part in the Dialogue formulated a number of First, key positions. they stressed international migration was a phenomenon and that it could make a positive contribution to the development of countries of origin and destination, provided that effective migration policies were in place. Secondly, it was stated that respect for the fundamental rights and freedoms of all migrants was essential for the benefits of international migration. Thirdly, the importance of strengthening international cooperation on international migration at three levels — bilateral, regional and global-was recognized.

However, there is no unambiguous opinion on the problem of migration processes at this time.

Purpose of work. Study of the causes and consequences of external labour migration from Ukraine

Research methods: analytical, statistical, expert assessments, mathematical modelling, technical and economic analysis.

The object of the study is the causes and consequences of migration processes.

Presentation of the main material. The structure of the population of today's Ukraine has been forming for a long time. Migration, ethnic and demographic processes have repeatedly radically changed the biosocial structure of Ukrainian expanses. The direction and intensity of these processes depended on many natural and social factors. Migration movements were determined by changes in climatic conditions, exhaustion or finding new natural resources, geopolitical changes, economic crises. military campaigns, discriminatory domestic policies, etc.

International labour migration is based on the opportunities, conditions and desire of the economically active working population to work in any region, countries of the world community in order to meet their living needs.

One of the main motivations for migration is the high level of wages in the countries of arrival. The goal of interstate movement of labour potential having a desire to improve the material condition remains unchanged in the long historical perspective.

Most publications on migration trends in Ukraine are negative ones. Reading the information about more than 1.5 million Ukrainians in Poland and forecasts for the future, it seems that Ukraine will soon have no working-age population and will collapse.

World experience shows that labour migration provides undoubted obstacles to both the countries that receive labour and the countries that supply it. International labour migration also creates acute socio-economic problems.

The main causes of migration are related to economic factors. Between many countries and regions there is a great difference in the level of wages for the same work. Sometimes labour movements are caused by a shortage of specialists in a particular profession: the demand for certain types of employment increases the level of wages for it and, accordingly, stimulates the influx of migrants. For example, in the 1930s, the United States received many scientists from other countries, particularly from Germany. Now the main directions of migration of highly qualified specialists are from Eastern Europe to the United States, Canada and a number of Western European countries.

Sometimes the States lack unskilled labour-this is caused by migration flows from Turkey and several other developing countries to Europe. In this case, people are fleeing from poverty to the States with a higher standard of living and through remittances contribute to the well-being of their relatives back home.

Migration can be caused by military actions (for example, from Iraq, Bosnia, Afghanistan, Syria to the United States, Britain and Europe), human rights violations, dictatorial regimes and political conflicts (in particular, from Zimbabwe to the United States).

In addition, citizens leave their country due to unsuitable climatic conditions, natural disasters and other natural anomalies.

There are many facts and studies showing that international migration is in many cases beneficial for both countries of origin and countries of destination.

And the possible benefits outweigh the potential benefits of freer international trade, especially for developing countries. However, the consequences of large-scale migration (political, demographic and economic) are complex and often ambiguous. On the one hand, the inflow of the necessary labour force contributes to the growth of the economy and its efficiency in the host country. However, on the other hand, the outflow of skilled workers and professionals can weaken the economic potential of the donor country. Therefore, governments in a number of developing countries have begun to restrict the departure of workers trained for their own economies, in particular by demanding compensation for their education, promising to increase remuneration and improve their working conditions. In the recipient countries of the labour force, the reception of migrants can also have negative consequences associated with increasing concern about the loss of national identity and the emergence of social conflicts.

Migration can improve the well-being of their families, but if one of the parents is away, it often has a negative impact on family unity and the process of raising children.

Migration can also have sanitary and epidemiological consequences, lead to the spread of infectious diseases.

Consider the positive consequences of migration processes. Therefore, the countries receiving the labour force (recipient countries) receive the following benefits:

- due to the reduction of production costs, the competitiveness of domestic goods increases, which is associated with a lower price of foreign labour, which, in turn, affects the cost of production;
- foreign workers, presenting additional demand for goods and services, stimulate the growth of production and additional employment in the host country;
- when you import a skilled workforce of the host country it saves on the cost of education and training;
- foreign workers are often seen as a certain shock absorber in case of crisis and unemployment, as they are the first to fall under the exemption;
- foreign workers are not provided with pensions and are not taken into account in the implementation of various social programs.

But the import of labour has a "downside". Thus, additional competition in the local labour market leads to an increase in unemployment. In addition, mass immigration is always accompanied by an increase in social tension in society, conflicts on racial, national and regional grounds, an increase in crime and other negative phenomena.

It should also be noted that foreign workers, as a rule, experience various forms of discrimination in the country-importer of labour, starting with the conditions of employment, wages and ending with the sphere of health care, insurance.

Labour-exporting countries (donor countries) also benefit from a range of both benefits and additional complications. The advantages include the following:

- the export of labour is an important source of SLE (freely convertible currency) into the country.
- export of labour means reducing the pressure of excess labour resources in the local labour market and, accordingly, social tensions in the country;
- free for the exporting country training of the labour force in new professional skills, familiarity with the advanced labour organization.

At the same time, labour exporting countries face certain negative phenomena. The main thing is the "brain drain", that is, qualified, initiative personnel, which are so necessary for the national economy.

The difficulties also lie in the fact that the illegal status of Ukrainians abroad reduces the price of their labour, creates conditions for numerous abuses, forms in the minds of employers of the CIS countries the idea of Ukraine as an undemocratic, illegal state. At the same time, illegal labour migration does not bring income to the state, does not replenish social funds, and complicates mutual settlements between States on this issue.

Since the majority of citizens do not always go abroad to work officially, the discrepancy between the statistical and estimated data strongly indicates the need to strengthen the state's attention to this problem.

Employers take advantage of the lack of such attention. They invite high-class specialists to use their huge potential for a meagre reward.

Unfortunately, there is no official information about the actual number of Ukrainian citizens who are temporarily abroad, about the purpose and grounds for their departure today; there is also no sufficient legislative framework for the protection of our fellow citizens abroad; there are no administrative bodies that would provide such protection.

In modern conditions, when national competitiveness is determined not only by the accumulation of tangible assets, but also by the development of "human capital", a great threat to the economic security of the country is a "brain drain". This also refers to the internal outflow of intelligence from education, science and culture to less intellectual spheres of activity and abroad.

Thus, the mobility of scientific personnel inherent in the modern world is manifested as a

one-sided process of bleeding of domestic science. [2]

In the early 1990s, the migration balance was observed among those leaving, among whom a relatively large part was Russians and Jews. Crimean Tatars, who, on the contrary, returned to their historical homeland.

It is clear that the events in Ukraine since 2014 contributed to the revival of migration processes. The economic and political crisis, the annexation of Crimea and the deployment of military operations in the Donbass stirred up a wave of migration both inside Ukraine and abroad.

However, the phenomenon of external labour migration is not new. Ukraine and before the revolution of dignity was among the most migration-active countries since the 1990s.

This is not surprising, next to Ukraine are richer States with better economic dynamics. They attract labor resources. This is a natural process that cannot be stopped in a globalized world, but it is possible to work to eliminate the causes that drive people to migrate. It is likely that with the improvement of the economic situation in Ukraine, the flow of labour migrants abroad will decrease.

Large-scale studies of external labour migration of Ukrainians on the international methodology and with the participation of international organizations were conducted three times by the state statistics service of Ukraine: in 2005-2008, in 2010-2012 and in 2015-2017.

The Agency published the last report in 2018. Its data show that during 2015-2018, 1.3 million Ukrainian citizens were abroad for the purpose of earning money.

The state statistics service named the regions of Ukraine where the most people leave, as well as the regions where the largest migration population growth is recorded. This is evidenced by updated data on the website of the state statistics service. In particular, the largest migration decline in 2018 was recorded in Donetsk (-9544 people), Luhansk (-5270 people), Vinnytsia (-3629 people), Cherkasy (-2376 people) and Sumy (-2260 people) regions. At the same time, the largest migration population growth was in the Kiev region (+24966 people), in the city of Kiev (+12246 people), Odessa (+6357 people), Kharkiv (+4291 people) and Dnipropetrovsk (+2133 people) regions. [5]

This leaves open the question of the import of personnel for Ukrainian companies. If Poland can do it from Ukraine, then Ukraine itself is in certain isolation. Belarusians and Russians will not become the main colleagues of Ukrainians in factories. Who will come to work in Ukraine in the conditions of increasing outflow of personnel? At the end of 2017, the state statistics service published a survey of labour migration of Ukrainians. Thus, in 2015-2017, 1.3 million people or 4.5% of the population migrated from Ukraine. Of these, 43% returned, and another 49% were temporary labour migrants. Most Ukrainians migrated to Poland, Russia, Italy and the Czech Republic. According to an expert from the Institute of demography and social research, M. V. Ptukhi, the number of Ukrainian labour migrants is 2.2-2.3 million people or 8% of the population. In the future, the rate of emigration may increase, especially in Poland.

According to the International human resources portal "HeadHunter Ukraine", the number of job offers from foreign companies in 2016 increased by 1.5 times compared to 2015, in 2017 this trend continued. Many vacancies for Ukrainians are placed by employers in Poland, the Czech Republic, Sweden, Germany, Israel and Italy.

There is an alarming trend of young people going abroad to study. According to the CEDOS centre, the number of Ukrainian students in foreign universities in the 2016-2018 academic year increased by 56% compared to the 2012-2015 academic year. [7]

It should be noted that the real scale of labour migration is greater than the state statistics service calculated due to certain methodological limitations. The Agency did not take into account long-term migrants who left as a family and did not return to Ukraine at the time of the analysis, as well as "pendulum" migrants who have labour relations or lead a household in Ukraine and periodically work abroad.

The most popular areas of external migration are Poland and Russia, and since 2014 there has been a reorientation of migrants from Russia to Poland.

The number of migrants who went to work in the Western direction for 2014-2018 years has tripled, according to Eurostat data on the number of first issued to Ukrainians work permits in the EU. Although such dynamics

may indicate partial legalization of illegal migrants.

More than 90% of first-time residence and employment permits issued in the EU in 2014-2018 were issued in Poland. This dynamic is a consequence of Poland's conscious policy to legalize Ukrainian workers and not to accept refugees from the Middle East at the level of other EU countries.

The most significant positive factor of external labour migration is that a significant part of the earned funds Ukrainians is brought or transferred to Ukraine.

Remittances of migrant workers help to reduce poverty rates, allow relatives to finance current consumption, education of children, spending on medical services, purchase or construction of housing, opening their own business.

According to the NBU, in 2016, the volume of private money transfers amounted to \$ 5.5 billion., or 5.8% of GDP, of which 20% came through informal channels, and for 2018, \$ 8.2 billion., which is significantly more than the volume of private investment

The volume of cash flows from migrant workers is probably higher than the official statistics reflect, as migrants tend to use informal channels of transfer of funds to Ukraine. According to the survey of the state statistics service, 70% of migrants brought money personally or through friends or drivers.

Also, the positive aspects of increasing the participation of Ukrainians in migration processes are the acquisition of new skills, the growth of their mobility in the labour market, the acceleration of technology exchange, the increase in opportunities for entrepreneurship, the growth of export opportunities for Ukrainian producers after all, migrants abroad generate demand for Ukrainian goods in the host country.

Among the positive results of external labour migration for Ukraine are the following:

- promotion of Ukraine's integration into the world labour market;
- easing the flow of unemployment in the national labour market, reducing social tensions in society:
- receipt of additional foreign currency in Ukraine in the form of remittances of migrant workers and investment in the economy through the establishment of joint ventures with foreign founders;

- providing the able-bodied population with the opportunity to realize their abilities abroad improve their skills, improve their financial situation;
- providing foreign labour to cover the shortage of specialists of rare professions and qualifications in Ukraine;
- stimulation of productive activity of Ukrainian workers through the creation of competition with foreign specialists.

Attracting mainly young, well-educated people to migration processes is a kind of demographic and demoeconomical "investment" in the countries of immigration and, conversely, contributing to the aging of the population, the deterioration of labour potential in the countries of emigration. In addition, interstate labour migration is an important factor in the development of technologies, exchange of work experience, the factor of restructuring the professional and qualification structure of employment, rapid and effective adaptation to the conditions of the world market.

Among the negative consequences of labour migration are the following:

- Ukraine's loss of the most competitive part of its own labour force, which leads to a slowdown in scientific and technological progress;
- increasing pressure on the national labour market as a result of foreign nationals competing with local labour;
- Ukraine's loss of foreign currency exported by immigrants as its own savings;
- discrimination and exploitation of our citizens by local employers;
- the emergence of political and economic claims to Ukraine by the recipient countries in connection with the increase in illegal labour migration of Ukrainians;
- the growth of crime and social tension in society for ethnic conflicts.

The processes related to external labour migration are regulated by the state migration policy of Ukraine. An important task of the Government today is not only to create conditions through legal and economic mechanisms for the legal employment of Ukrainian citizens abroad, but also to implement, first of all, the policy of return of Ukrainian citizens - migrant workers to their homeland. The main problematic issues in the field of labour migration that need to be resolved are the following

- * establishing the accounting of labour migrants working outside of Ukraine;
- supporting the policy on the formation of the attractive domestic labour market;
- * implementing the policy of strengthening social protection of migrant workers-citizens of Ukraine working abroad;
- * implementing a policy of preventive measures to prevent illegal labour migration.

The further development and efficiency of labour migration in Ukraine, recognition and prestige of the state in the world depend on the clarity and reasonableness of migration policy.

Discussion of results.

- 1. The mass departure of Ukrainians from the country in search of a better life has caused an acute shortage of labour in all spheres of activity in Ukraine. People leave despite the fact that working abroad does not always meet their expectations. People are driven by the desire to earn and gain access to a quality standard of living. In order to keep Ukrainians at home, it is necessary to create not only material incentives in the country, but also to provide basic needs of people in security, quality medicine, education, pensions and professional realization.
- 2. The causes of external labour migration are of economic nature. External causes of labour migration of citizens of Ukraine abroad are capacious labour market of Western countries and attractive material assessment of labour activity.

Among the internal causes of labour migration of Ukrainian citizens abroad-unsatisfied demand for work in the country, inadequately low estimate of the labour force, socio-economic crisis, decline in production, aggravation of economic contradictions.

- 3. Motives that predetermine travel abroad: earnings to improve housing conditions (buying an apartment or building a house), the purchase of a car or other expensive durable goods; earnings to meet the current needs of life, the purchase of necessary everyday goods (clothing, etc.); accumulation of funds to pay for the education of children in higher educational institutions; accumulation of start-up capital to create their own business or develop their business; motives of an intangible nature (to see the world, get certain work skills, improve language skills, etc.).
- 4. The main areas where migrant workers are employed are: construction; agriculture

(harvesting); household (cleaning the house, cooking, looking after children and the infirm elderly); trade and service.

- 5. Labour migration from Ukraine has its own patterns: most migrant workers abroad live in border areas; rural residents are moving abroad to a greater extent; the majority of migrants are aged 30-50 years; married people are more involved in labour migration than unmarried people; men are more likely to be actual potential migrants.
- 6. Ukrainians annually work abroad from 1 to 3 million. Most of the Ukrainian migrants work in Russia, Poland, the Czech Republic, Portugal, Spain, Italy, Greece, Turkey, Israel, Northern Europe, the Baltic States, the Middle East.
- 7. The problem of external labour migration is relevant to Ukraine. phenomenon has both positive (promoting the integration of Ukraine to the world labour market, easing the flow of unemployment in the national labour market, reducing social tensions in society, receipt of additional foreign currency in Ukraine in the form of remittances of labour immigrants and investment in the economy through the creation of joint ventures with foreign founders) and negative ("brain drain", discrimination and exploitation of our citizens by local employers, the emergence of political and economic claims to Ukraine by the recipient countries in connection with the increase in illegal labour migration of Ukrainians, the growth of crime and social tension in society for ethnic conflicts) consequences.
- 8. Processes related to external labour migration are regulated by the state migration policy of Ukraine. The main problematic issues in the sphere of labour migration that need to be resolved:
- establishment of accounting of labour migrants working outside Ukraine;
- activation of the policy on the formation of an attractive domestic labour market;
- implementation of the policy of strengthening the social protection of migrant workers-citizens of Ukraine working abroad;
- implementation of the policy of preventive measures to prevent illegal labour migration.

Conclusion. The lack of a system of control over migration processes in Ukraine has a negative impact on both the social and economic spheres of the country. The system of

accounting and control over migration processes could unify the situation dramatically.

External migration movements have a huge impact on the country's economy and society as a whole. Effective management of migration processes requires the unification and coordination of efforts of the state and the whole society.

The further development and efficiency of labour migration in Ukraine, recognition and prestige of the state in the world depend on the clarity and reasonableness of migration policy.

List of references:

- 1. Наслідки міграційних процесів. [Electronic resource]; access mode: https://www.epravda.com.ua → columns → 2018/02/28
- 2. Причини та наслідки міграційних процесів. [Electronic resource]; access mode: http://www.economy.nayka.com.ua/?op=1&z=4450
- 3. Масштаби української міграції. [Electronic resource]; access mode: http://www.geograf.com.ua/geoinfocentre/20-human-geography-ukraine-world/268-ref22041102
- 4. Міграція: наслідки, причини, тенденції. [Electronic resource]; access mode: http://www.geograf.com.ua/ geoinfocentre/20-human-geography-ukraine-world/268-ref22041102
- 5. Міграційний приріст або зменшення [Electronic resource]; access mode: https://korrespondent.net/ukraine/4056875-nazvany-oblasty-ukrayny-otkuda-uezzhaet-bolshe-vseho-luidei
- 6. Кадровый голод [Electronic resource]; access mode: https://www.epravda.com.ua/rus/publications/2 018/03/26/635298/
- 7. Harvard Business Reviev hunger [Electronic resource]; access mode: http://hbr-russia.ru/management/upravlenie-personalom/p18102/

References

- 1. Consequences of migration processes [Naclidky migracijnyx proceciv]. [Electronic resource]; access mode: https://www.epravda.com.ua > columns > 2018/02/28
- 2. Causes and consequences of migration processes [Prychyny ta naclidky migracijnyx proceciv]. [Electronic resource]; access mode:

http://www.economy.nayka.com.ua/?op=1&z=4450

- 3. The scale of Ukrainian migration [Macshtaby ukrayinckoyi migraciyi]. [Electronic resource]; access mode: http://www.geograf.com.ua/geoinfocentre/20-human-geography-ukraine-world/268-ref22041102
- 4. Migration: consequences, causes, trends [Migraciya: naclidky, prychyny, tendenciyi]. [Electronic resource]; access mode: http://www.geograf.com.ua/geoinfocentre/20-human-geography-ukraine-world/268-ref22041102
- 5. Migration increase decrease or [Migracijnyj pryrist abo zmenshennya]. resource]; [Electronic access Mode: https://korrespondent.net/ukraine/4056875nazvany-oblasty-ukrayny-otkuda-uezzhaetbolshe-vseho-luidei
- 6. Personnel hunger [Kadrovyj golod]. [Electronic resource]; access mode: https://www.epravda.com.ua/rus/publications/2 018/03/26/635298/
- 7. Harvard Business Reviev hunger [Electronic resource]; access mode: http://hbr-russia.ru/management/upravlenie-personalom/p18102/